

# **KAGISANO MOLOPO LOCAL MUNICIPALITY**

**FINAL**

**TOP LAYER SERVICE DELIVERY AND BUDGET  
IMPLEMENTATION PLAN (SDBIP)**

**2017/2018 Financial Year**

**Municipal Finance Management Act:**

**Section 53(1)(c)(ii) – Approval by the Mayor**

The Top Layer Service Delivery Budget Implementation Plan, indicating how the budget and the strategic objectives of Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budgeting and Reporting Regulation for the necessary approval.

**ASHMAR KHUDUGE (Adv.)**

**MUNICIPAL MANAGER**

**KAGISANO MOLOPO LOCAL MUNICIPALITY**

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Approval**

The Top Layer Service Delivery Budget Implementation Plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

**CLLR. KEOBIDITSE EVELYN BITSA LENKOPANE**

**MAYOR**

**KAGISANO MOLOPO LOCAL MUNICIPALITY**

Signature \_\_\_\_\_

Date \_\_\_\_\_

## **1. Introduction**

The purpose of this document is to present the Service Delivery and Delivery and Budget Implementation Plan (SDBIP) of the Kagisano Molopo Local Municipality for 2017/18 Financial Year.

The development, implementation, and monitoring of a Service Delivery and Delivery and Budget Implementation Plan is a requirement for of the Municipal Finance Management Act (MFMA) No 56 of 2003.

The SDBIP is a detailed one year plan of the municipality that gives effect to the IDP and budget of the municipality. The SDBIP is a management plan for implementing the IDP through the approval budget. It is an expression of the objective of the municipality, in quantifiable outcomes that will be implemented for the financial year. It includes the service delivery targets for each quarter and facilitates oversight over financial and non-financial performance of the municipality.

The 2017/18 SDBIP will not only ensure appropriate monitoring in the Execution of the municipality budget and processes involved in the allocation of resources to achieve key strategic objectives as set in the municipality's Integrated Development Plan (IDP), but will also serve as the kernel of annual performance contract for senior management and provide a foundation for the overall annual and quarterly organisational performance for the 2017/18 Financial Year.

The SDBIP also assists the Executive, Council and the community in their respective oversight responsibilities since it serves as an implementation and monitoring tool.

### **1.1 Legislative framework**

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1) (c)(ii) for implementing the municipality's delivery of service and its annual budget and which must indicate:

- a) Projections for each month of:-
  - I. Revenue to be collected, by source and
  - II. Operational and capital expenditure by vote
- b) Service delivery targets and performance indicators for each quarter and
- c) Any other matter that may prescribed and includes any revision of such plan by the mayor in terms of section 54(1) (c)

The MFMA requires that municipalities develop a Service Delivery and Budget Implementation Plan as a strategic financial management tool to ensure that budgetary decision that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy.

In terms of section 53(1) (c)(ii) of the MFMA, the SDBIP must be approved by the mayor of a municipality within 28 days of the approval of the budget

## **1.2 Components of the SDBIP**

- Monthly Projections of Revenue to be collected for each source
- Monthly Projections of Expenditure and Revenue for each vote
- Quarterly projections of Service Delivery targets and Performance Indicators
- Detailed capital Budget Broken Down by ward over three years

### **1.2.1 Monthly Projections of Revenue to be collected for each Source**

The failure to collect its revenue as budgeted will severely impact on the municipality's ability to provide services to the community. The municipality therefore has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the municipality to assess its cash flow on monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary

### **1.2.2. Monthly Projections of Expenditure and Revenue for each Vote**

The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projection by source. When reviewing budget projections against actuals, it is useful to consider revenue and expenditure per vote in order to gain more complete picture of budget projections against actuals.

### **1.2.3 Quarterly Projections of Service Delivery Targets and Performance Indicators for each vote**

This component of the SDBIP requires non- financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relates to the level and standard of service being provided to the community and includes addressing backlogs in basic services. The approach encouraged by National Treasury's (NT) MFMA Circular No. 13 is the utilisation of scorecards to monitor service delivery.

### **1.2.4 Detailed Capital Budget over Three Years**

Information detailing infrastructural projects containing project description and anticipated capital costs over three-year period.

### **1.3 SDBIP Cycle**

The SDBIP Process comprises the following stages

#### **Planning:**

During this phase the SDBIP Process plan is developed to be tabled with the IDP Process plan. SDBIP related processes e.g. Management meetings, strategic Planning working session

#### **Strategy:**

During this phase the IDP is reviewed and subsequent SDBIP programmes and projects for the next 5 years based on local, provincial and national issues, previous year's performance and current economic and demographic trends etc.

#### **Tabling:**

The SDBIP is tabled with the draft IDP and budget before Council. Consultation with the community and stakeholders of the IDP on the SDBIP is done through budget hearings and formal local, provincial and national inputs or responses are also considered in developing the final document.

#### **Adoption:**

The Mayor approves the SDBIP no later than 28 days after the adoption of the Municipality's budget.

#### **Publishing:**

The adopted SDBIP is made public.

#### **Implementation, Monitoring and Reporting:**

SDBIP projects are implemented and quarterly reporting takes place. Mid-year reporting is done to assess performance on the SDBIP, the document is amended, where applicable and adopted by Council.



**Graphical Illustration of the SDBIP cycle**

## **2. The Budget Process**

### **2.1. Background to the Budget Preparation Process**

The budget process is an effective process that every local government must undertake to ensure Good Governance and accountability. The process outlines the current and future direction that the municipality would follow in order to meet legislative stipulations. The budget process enables the municipality to optimally involve residents and other stakeholders in the budgeting process.

In terms of Section 15 of the MFMA, a municipality may except where otherwise provided in the Act, incur expenditure only in terms of the approved budget and within the limits of the amounts appropriated for the different votes in an approved budget. The MFMA prescribes further that the Council must for each financial year approve an annual budget for the municipality before the start of that financial year. An annual

budget must set out realistically anticipated revenue for the budget year from each revenue source and expenditure appropriated under the different votes of the municipality.

## **2.2. Monitoring of the Implementation of the SDBIP**

Progress against the objectives/targets set out in the SDBIP will be reported on a monthly, quarterly, mid-year and annual basis as set out in the MFMA.

A series of reporting requirements are outlined in the MFMA as follows:

- Monthly budget statements (Section 71)
- Quarterly reports (Section 52)
- Mid-year budget and performance assessment (Section 72)
- Annual report (Section 121)

## **2.3. General**

The SDBIP largely complies with legislation as well as policy guidelines issued by National Treasury it is however an evolving document and will continue to be refined to improve the content and the quality of information contained therein on a continued basis.

### **Allocated Powers and Functions**

#### **Powers and Functions allocated to the municipality**

Powers and Functions
Local Tourism
Municipal Abattoirs
Child Care Facilities
Municipal Roads and Storm Water Management system
Local Amenities
Billboards and display of advertisements in public places
Cemeteries
Local Sport Facilities
Local amenities (Regulation & Facilitation)

Municipal Access Roads
Street Lighting
Libraries (Regulation & Facilitation)
Local Economic Development
Community Safety
Municipal Planning and Development
Child Care Facilities
Control of Undertaking that Sells liquor to Public



MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE															
Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue By Source</b>															
Property rates	1,414,961	1,414,961	1,414,961	1,414,961	1,414,961	1,414,961	1,414,961	1,414,961	1,414,961	1,414,961	1,414,961	1,414,961	16,979,531	18,643,273	20,507,600
Property rates - penalties & collection charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - electricity revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - water revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - sanitation revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - refuse revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental of facilities and equipment	146,587	146,587	146,587	146,587	146,587	146,587	146,587	146,587	146,587	146,587	146,587	146,587	1,759,048	1,934,952	2,128,448
Interest earned - external investments	128,333	128,333	128,333	128,333	128,333	128,333	128,333	128,333	128,333	128,333	128,333	128,333	1,540,000	1,694,000	1,863,400
Interest earned - outstanding debtors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dividends received	–	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	–	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Licences and permits	–	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agency services	–	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers recognised - operational	9,326,917	9,326,917	9,326,917	9,326,917	9,326,917	9,326,917	9,326,917	9,326,917	9,326,917	9,326,917	9,326,917	9,326,917	111,923,000	113,141,000	115,349,000
Other revenue	4,583,256	4,583,256	4,583,256	4,583,256	4,583,256	4,583,256	4,583,256	4,583,256	4,583,256	4,583,256	4,583,256	4,583,256	54,999,066	24,300,176	27,545,202
Gains on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>15,600,054</b>	<b>187,200,645</b>	<b>159,713,401</b>	<b>167,393,650</b>
<b>Expenditure By Type</b>															
Employee related costs	2,564,105	2,564,105	2,564,105	2,564,105	2,564,105	2,564,105	2,564,105	2,564,105	2,564,105	2,564,105	2,564,105	2,564,105	30,769,255	32,615,410	38,211,904
Remuneration of councillors	868,515	868,515	868,515	868,515	868,515	868,515	868,515	868,515	868,515	868,515	868,515	868,515	10,422,182	11,047,513	11,719,137
Debt impairment															
Depreciation & asset impairment															
Finance charges															
Bulk purchases															

Other materials	1,314,086	1,314,086	1,314,086	1,314,086	1,314,086	1,314,086	1,314,086	1,314,086	1,314,086	1,314,086	1,314,086	1,314,086	15,769,037	14,119,100	15,366,305
Contracted services	1,618,533	1,618,533	1,618,533	1,618,533	1,618,533	1,618,533	1,618,533	1,618,533	1,618,533	1,618,533	1,618,533	1,618,533	19,422,400	14,901,362	14,983,893.
Transfers and grants															
Other expenditure	7,408,457	7,408,457	7,408,457	7,408,457	7,408,457	7,408,457	7,408,457	7,408,457	7,408,457	7,408,457	7,408,457	7,408,457	88,901,478	74,076,429	77,129,764
Loss on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total Expenditure</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>13,773,696</b>	<b>165,284,351</b>	<b>146,759,813</b>	<b>157,411,003</b>
<b>Surplus/(Deficit)</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>1,826,357</b>	<b>21,916,294</b>	<b>12,953,588</b>	<b>9,982,647</b>
Transfers recognised - capital	2,544,917	2,544,917	2,544,917	2,544,917	2,544,917	2,544,917	2,544,917	2,544,917	2,544,917	2,544,917	2,544,917	2,544,917	30,539,000	32,122,000	33,793,000
Contributions recognised - capital	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contributed assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>52,455,294</b>	<b>45,075,588</b>	<b>43,775,647</b>
Taxation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit)</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>4,371,275</b>	<b>52,455,294</b>	<b>45,075,589</b>	<b>43,775,648</b>

COMPONENT B: MONTHLY PROJETIONS OF EXPENDITURE AND REVENUE FOR EACH VOTE															
Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue by Vote</b>															
Vote 1 - Office of the Mayor	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	10,862,004	11,389,680	11,978,035
Vote 2 – Office of the Speaker	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	18,332,100	19,223,389	20,361,651
Vote 3 – Office of the MM	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	10,459,644	11,113,006	11,849,758
Vote 4 -BTO	6,170,518	6,170,518	6,170,518	6,170,518	6,170,518	6,170,518	6,170,518	6,170,518	6,170,518	6,170,518	6,170,518	6,170,518	74,046,216	42,917,157	38,731,113
Vote 5 – Corporate Support Services	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	32,255,880	32,208,750	35,179,676
Vote 6 - Community Services	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	15,805,224	16,925,891	18,128,724
Vote 7 - Infrastructure	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	25,439,604	24,632,260	27,574,448

<b>Total Revenue by Vote</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>15,600,056</b>	<b>187,200,672</b>	<b>158,410,133</b>	<b>163,803,404</b>
<b>Expenditure by Vote to be appropriated</b>																
Vote 1 – office of the Mayor	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	905,167	10,862,004	11,389,680	11,978,035
Vote 2 - Office of the Speaker	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	1,527,675	18,332,100	19,223,389	20,361,651
Vote 3 - Office of the MM	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	871,637	10,459,644	11,113,006	11,849,758
Vote 4 - BTO	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	4,344,160	52,129,920	29,963,568	28,748,465
Vote 5 – Corporate Support Services	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	2,687,990	32,255,880	32,208,750	35,179,676
Vote 6 – Community Services	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	1,317,102	15,805,224	16,925,891	18,128,724
Vote 7 - Infrastructure	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	2,119,967	25,439,604	24,632,260	27,574,448
<b>Total Expenditure by Vote</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>13,773,698</b>	<b>165,284,376</b>	<b>145,456,544</b>	<b>153,820,756</b>
<b>Surplus/(Deficit) before assoc.</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>21,916,296</b>	<b>12,953,589</b>	<b>9,982,648</b>
Taxation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit)</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>1,826,358</b>	<b>21,916,296</b>	<b>12,953,589</b>	<b>9,982,648</b>

**COMPONENT C:**

**QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS (SDBIP)**

Strategic Focus Area	National KPA	Strategic Objective	KPI	Unit of measurement	Ward	Programme Driver	Baseline	KPI Target type	Portfolio of Evidence	Budget	Annual Target	Quarterly Targets			
												Q1	Q2	Q3	Q4
Provision of Access Road	Basic Service Delivery and Infrastructure Development	Eradicate backlogs in order to improve access to services	Complete Moreri access road end June 2018	Completion of the Moreri access road by end June 2018	11	Director Infrastructure	New	Number	Completion Certificate	R 8,000,000	1,8KM	0	0	0	1,8KM
Provision of public amenities: Sports Facility	Basic Service Delivery and Infrastructure Development	Eradicate backlogs in order to improve access to recreational facilities	Complete Vragas Sports facility by end June 2018	Vragas Sports Facility completed by end June 2018	08	Director Infrastructure	KPI not completed in 2016/2017	Number	Completion Certificate		1	0	0	0	1
Provision of public amenities: Thusong Centre	Basic Service Delivery and Infrastructure Development	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Complete Piet Plessis Thusong Service Centre by end June 2018	Piet Plessis Thusong service Centre completed by end June 2018	03	Director Infrastructure	KPI not completed in R 3,000,000 2016/2017	Number	Progress Report	R 7,598,500	1	0	0	0	1
Provision of public amenities: Thusong Centre	Basic Service Delivery and Infrastructure Development	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Complete Bray Thusong Service Centre by end June 2018	Bray Thusong Service Centre completed by end June 2018	12	Director Infrastructure	KPI not completed in 2016/2017	Number	Progress Report	R 6,098,500	1	0	0	0	1
Provision of public amenities: Recreational facilities	Basic Service Delivery and Infrastructure Development	Eradicate backlogs in order to improve access to services and	Complete Ganyesa Dam Park by end June 2018	Ganyesa Dam Park completed by end June 2018	04	Director Infrastructure	KPI not completed in 2016/2017	Number	Completion Certificate	R2,000,000	1	0	0	0	1

Strategic Focus Area	National KPA	Strategic Objective	KPI	Unit of measurement	Ward	Programme Driver	Baseline	KPI Target type	Portfolio of Evidence	Budget	Annual Target	Quarterly Targets			
												Q1	Q2	Q3	Q4
		ensure proper operations and maintenance													
Provision of community lighting: High mast lights	Basic Service Delivery and Infrastructure Development	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Complete Phaposane, Gamanyai, Tlakgameng, Gamodisenyane and Kudungwane highmast lights by end June 2018	Phaposane, Gamanyai, Tlakgameng, Gamodisenyane and Kudungwane high mast lights completed by end June 2018	01 and 13	Director Infrastructure	Multi – Year Project	Number	Completion Certificate	R 8,490,000	77	0	0	0	77
Basic Service Delivery and Infrastructure Development	Basic Service Delivery and Infrastructure Development	Fencing of graveyards	Fencing of graveyards	Graveyards fenced by 30 June 2018	All	Director Infrastructure	30	Number	Project sign off	R5,000,000	30				30
Human Resource	Municipal Institutional Development & Transformation	Improve organisational cohesion effectiveness	Number of people from employment equity target groups appointed in municipality by end June 2018	Number of people from employment equity target groups appointed in municipality by end June 2018	N/A	Director: Corporate Service	New KPI for 2017/18	Number	Employment Equity Plan / Appointment Letters	OpeX	2	1	0	1	0
Training	Municipal Institutional Development & Transformation	Improve organisational cohesion and effectiveness	Provide financial support to students that adhere to the relevant requirements by end March 2018	Number of students financially supported by end March 2018	All	Director: Corporate Service	60	Number	Proof of Payment	R 1500,000	60	0	0	60	0
Training	Municipal Institutional Development & Transformation	Improve organisational cohesion and effectiveness	Facilitate training of Municipal Officials by end of June 2018	Number of Municipal officials trained by end June 2018	N/A	Director: Corporate Service	None	Number	Proof of Registration/ Attendance Register/ Results	R500,000	80	20	20	40	0
Training	Municipal Institutional Development & Transformation	Improve organisational cohesion and effectiveness	Facilitate training of Municipal Councillors by end April 2017	Number of Municipal Councillors trained by end April 2018	All	Director: Corporate Service	None	Number	Proof of Registration/ Attendance Register/ Results	R200,000	29		29		

Strategic Focus Area	National KPA	Strategic Objective	KPI	Unit of measurement	Ward	Programme Driver	Baseline	KPI Target type	Portfolio of Evidence	Budget	Annual Target	Quarterly Targets			
												Q1	Q2	Q3	Q4
Training	Municipal Institutional Development & Transformation	Improve organisational cohesion and effectiveness	Provide bursaries to employees and Councillors	Number of bursaries issued to Officials and Councillors	N/A	Director: Corporate Service		Number		R500,000	As required				
Information Technology	Municipal Transformation & Institutional Development	Improve organisational cohesion effectiveness	Provision of IT services end June 2018	Number of IT services provided end June 2018	N/A	Director: Corporate Services	Outdated	Number	No of IT services Signed Off Letters	R8,525,200	1	0	0	0	1
EPWP	Local Economic Development	Create an environment that promotes development of local economy and facilitate job creation	260 Jobs created through EPWP from the EPWP Grant by end June 2018	Number Jobs created through EPWP from the EPWP Grant by end June 2018	All	Director Infrastructure	New KPI for 2017/18	Number	Council Minutes / Resolution	R 4,362,400	2	1	1		
Enterprise Skills Development	Local Economic Development	Create an environment that promotes development of local economy & facilitate job creation	Support SMMES and Cooperatives by end February 2017	Number of SMMES and Cooperatives supported by end February 2017	All	Manager: LED	13	Number	Attendance Register	R250,000	18	4	4	5	5
	Local Economic Development	Create an environment that promotes development of local economy & facilitate job creation	10% Implementation of the feasibility study on feedlot and abattoir	% Implementation of the feasibility study on feedlot and abattoir	N/A	Manager: LED	New	Percentage	Report and invoice	R1 500 000	10%	0	0	0	0
	Local Economic Development	Create an environment that promotes development of local economy & facilitate job creation	10% Implementation of the feasibility study on Brick Making	% Implementation of the feasibility study on Brick Making	N/A	Manager: LED	New	Percentage	Report and invoice	R500 000	10%	0	0	0	0
	Local Economic Development	Create an environment that promotes development of local economy	35% Implementation of the Goat Massification	% Implementation of the Goat Massification feasibility study project	N/A	Manager: LED	New	Percentage	Report and invoice	R2 000 000	35%	0	0	0	0

Strategic Focus Area	National KPA	Strategic Objective	KPI	Unit of measurement	Ward	Programme Driver	Baseline	KPI Target type	Portfolio of Evidence	Budget	Annual Target	Quarterly Targets			
												Q1	Q2	Q3	Q4
		& facilitate job creation	feasibility study project												
Local Economic Development	Local Economic Development	Create an environment that promotes development of local economy & facilitate job creation	10% Implementation of the feasibility study on Recycling	% Implementation of the feasibility study on Recycling	N/A	Manager: LED	New	Percentage	Report and invoice	R500 0000	10%	0	0	0	0
Local Economic Development	Local Economic Development	Create an environment that promotes development of local economy & facilitate job creation	10% Implementation of Tourism feasibility study on Driefontein as heritage site	% Implementation of Tourism feasibility study on Driefontein as heritage site	N/A	Manager: LED	New	Percentage	Report and invoice	R250 000	10%	0	0	0	0
Local Economic Development	Community Services	To ensure access to information	Number of Library awareness campaigns/ Programmes	Number of library awareness programmes	All	Director: Community Services	4	Number	Programme reports and attendance register	Opex	48	12	12	12	12
To ensure access to government	Community Services	To ensure access to information	Number of Thusong Centres accessible	Thusong centres	10, 13 & 7	Director: Community Services	3	Number	Reports and Attendance register	Opex	12	3	3	3	3
Prevention and mitigation against disasters	Community Services	To ensure rapid and effective response during disaster incidences	% Reported Disaster victims provided with relief material within 30	Awareness Campaigns & Disaster victims	All	Director: Community Services		Percentage	Reports and invoices	R319 200	As required				
Finance	Municipal Financial Viability & Management	To improve overall financial management in the municipality by developing and implementing appropriate	Prepare and submit the 2018/2019 final Budget to Council for approval by 31 May 2018	Number of 2018/2019 final Budget submitted to Council for approval by 31 May 2018	N/A	Chief Financial Officer	1	Date	Council Resolution / Minutes	OpEx	1	0	0	0	1

Strategic Focus Area	National KPA	Strategic Objective	KPI	Unit of measurement	Ward	Programme Driver	Baseline	KPI Target type	Portfolio of Evidence	Budget	Annual Target	Quarterly Targets			
												Q1	Q2	Q3	Q4
		Financial Management													
Finance	Municipal Financial Viability & Management	To improve overall financial management in the municipality by developing and implementing appropriate Financial Management	Submit draft Adjustment Budget to Council for approval by end February 2018	Number of Adjustment Budgets submitted to Council for approval by end February 2018	N/A	Chief Financial Officer	1	Date	Council Resolution / Minutes	OpEx	1	0	0	1	0
Finance	Municipal Financial Viability & Management	To improve overall financial management in the municipality by developing and implementing appropriate Financial Management	Submit the Annual Financial Statements to AGSA by 31 August 2017	Number of Annual Financial Statements submitted to AGSA by 31 August 2017	N/A	Chief Financial Officer	1	Date	Acknowledgement of Receipt	OpEx	1	1	0	0	0
MSCOA	Municipal Financial Viability & Management	To improve overall financial management in the municipality by developing and implementing appropriate Financial Management	Submit quarterly progress report on the implementation of MSCOA to the MM by end June 2018	Number quarterly progress report on the implementation of MSCOA submitted to the MM by end June 2018	N/A	Chief Financial Officer	4	Number	Progress report	R 2,300,000.00	4	1	1	1	1



Strategic Focus Area	National KPA	Strategic Objective	KPI	Unit of measurement	Ward	Programme Driver	Baseline	KPI Target type	Portfolio of Evidence	Budget	Annual Target	Quarterly Targets			
												Q1	Q2	Q3	Q4
Finance	Municipal Financial Viability & Management	To improve overall financial management in the municipality by developing and implementing a valuation roll.	Supplementary valuation roll by 30 June March 2018	Number of progress report on the implementation of the valuation roll.	N/A	Chief Financial Officer	None	Number	Valuation roll	R1,080,000	4	1	1	1	1
MPAC	Good Governance & Publication Participation	Promote a culture of participatory & good governance	Submit Oversight Report on 2016/2017 Annual Report to Council by end March 2018	Oversight Report on 2016/2017 Annual Report submitted to Council by end March 2018	N/A	Director: Corporate Service	2015/16	Date	Oversight Report / Council Minutes / Resolution	R1,020,000	1	0	0	1	0
Integrated Development Planning	Good Governance & Public Participation	Promote a culture of participatory & good governance	Submit Final Reviewed IDP to Council by the end May 2018	Number of Final Reviewed IDP Documents submitted to Council by end May 2018	N/A	Manager: IDP	1	Date	Council Resolution / Minutes	OpEx	1	0	0	0	1
Mayoral Outreach & Human rights programmes	Good Governance & Public Participation	Promote a culture of participatory & good governance	Implement outreach and human right programmes by June 2018	Number of outreach & Human Rights programmes	All	Manager Office of the Mayor	N/A	Number	Reports & Invoices	R6,669,219	15	4	4	4	3
Good Governance & Public Participation	Good Governance & Public Participation	Promote a culture of participatory & good governance	Submit report on Ward participation programmes	Number of reports on ward participation submitted to Council	All	Manager Office of the Speaker		Date	Reports	R4,008,354	4	1	1	1	1
Performance Management	Good Governance and Public Participation	To improve overall financial management in the municipality by developing and implementing appropriate	Submit mid-year budget report in terms of Section 72 of the MFMA by 25 of January 2018	mid-year budget report in terms of Section 72 of the MFMA by 25 of January 2018	N/A	Manager: PMS	1	Date	Acknowledgement of Receipt	OpEx	1	0	0	1	0

Strategic Focus Area	National KPA	Strategic Objective	KPI	Unit of measurement	Ward	Programme Driver	Baseline	KPI Target type	Portfolio of Evidence	Budget	Annual Target	Quarterly Targets			
												Q1	Q2	Q3	Q4
		Financial Management													
Performance Management	Good Governance & Public Participation	Improve organisational cohesion effectiveness	Submit the Annual Report to Council by end January 2018	Annual Report submitted to Council by end January 2018	N/A	Manager: PMS	1	Date	Council Resolution / Minutes	OpEx	1	0	0	1	0

**COMPONENT D:**

**DETAILED CAPITAL BUDGET OVER THREE YEARS**

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IDP Goal code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	Total Project Estimate	2017/18 Medium Term Revenue & Expenditure Framework			Project information	
R thousand	4				6	3	3		Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Ward location	New or renewal
<b>Parent municipality:</b>													
<i>List all capital projects grouped by Municipal Vote</i>													
0509/4353/0000		Moreri – Main Road			Yes	Infrastructure - Road transport	Roads, Pavements		8,000,000	–	–	Ward 11	New
		Vragas Sports facility			Yes	Community	Other		3,000,000	–	–	Ward 08	Rehabilitation
		Piet Plessies Thusong Service Centre			Yes	Community	Other		7,598,500	–	–	Ward 03	New
		Bray Thusong Centre			Yes	Community	Other		6,098,500	–	–	Ward 12	New
		Ganyesa Dam Park			Yes	Community	Other		2,000,000	–	–	Ward 04	New
		Phaposane, Gamanyai, tlakgameng, Gamodisenyane and kudungwane high mast lights			Yes	Infrastructure – Community Lighting	Street Lighting		8,490,000	–	–	Ward 01 & 13	Multi year
		Garapipa and Goodwood high mast lights			Yes	Infrastructure – Community Lighting	Street Lighting		0	16,000,000	–	Ward 02 & 14	New
		Huhudi – Mawethu and Bore access road			Yes	Infrastructure – Road transport	Roads, Pavements		0	15,000,000	–	Ward 05 & 15	New
		Southey, Kokgojane and Tshaneng High Mast lights			Yes	Infrastructure – Community Lighting	Street Lighting		0	0	16,000,000	Ward 07	New
		Theunissen to Longaneng Access Road			Yes	Infrastructure - Road transport	Roads, Pavements	0	0	–	14,300,000	Ward 09	New
<b>Total Capital expenditure</b>									<b>35,187,000</b>	<b>31,000,000</b>	<b>30,300,000</b>		